

LIST OF DIRECTORSHIPS OF TANG KIN FEI

As at 18 November 2016

	Name of Company	Company Registration Number	Nature of Appointment	Date of Appointment
<u>Listed entities in Singapore Exchange</u>				
1	Sembcorp Industries Ltd (Incorporated in Singapore)	199802418D	Group President, CEO & Director	01.05.2005
2	Sembcorp Marine Ltd (Incorporated in Singapore)	196300098Z	Director	01.05.2005
<u>Others - Incorporated in Singapore</u>				
3	Sembcorp Utilities Pte Ltd	197300648H	Chairman/ Director	01.05.2005 12.08.1999
4	Sembcorp Environment Pte Ltd (Formerly Sembcorp Environmental Management Pte. Ltd.)	199503447R	Chairman/ Director	01.07.2005 01.05.2005
5	Sembcorp Gas Pte Ltd	199704333H	Chairman/ Director	15.01.1999 08.07.1997
6	Sembcorp Cogen Pte Ltd	199707556E	Chairman/ Director	01.09.2000 11.11.1997
7	Sembcorp Renewables Pte Ltd	201435086C	Director	25.11.2014
8	Sembcorp Development Ltd	197600209C	Chairman/ Director	01.01.2013 02.03.2010
9	Singapore-Sichuan Investment Holdings Pte Ltd	200902142K	Director	19.01.2012
10	Sembcorp Properties Pte Ltd	199507721N	Chairman/ Director	01.04.2014
11	Cambridge Centre For Advanced Research In Energy Efficiency In Singapore Ltd	201302109Z	Director	01.03.2013
<u>Incorporated in the People's Republic of China</u>				
12	Shenzhen Chiwan Sembawang Engineering Company Limited	105834	Chairman/ Director	18.12.2001 31.07.1998
13	Sembcorp (China) Holding Co., Ltd	310000400651298	Chairman/ Director	18.05.2011

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14	Penglai Jutal Offshore Engineering Heavy Industry Co. Ltd	004896	Vice Chairman/ Director	30.11.2004
<u>Incorporated in the United Kingdom</u>				
15	Sembcorp Utilities (UK) Limited	4636301	Chairman/ Director	15.04.2003
<u>Incorporated in Indonesia</u>				
16	P.T. Adhya Tirta Batam	C2-12951 HT.01.01. Th 95	Board of Commissioner	01.10.2010
<u>Incorporated in India</u>				
17	Thermal Powertech Corporation India Limited	57031	Chairman/ Director	11.02.2011
18	Sembcorp Gayatri Power Limited (Formerly NCC Power Projects Limited)	U40102AP2008PL C059628	Chairman/ Director	27.02.2014
19	Sembcorp Green Infra Limited (Formerly Green Infra Limited)	U45400DL2008PL C213287	Chairman/ Director	13.02.2015
<u>Other Appointments</u>				
20	Kwong Wai Shiu Hospital	-	Director Vice Chairman & Trustee Chairman Member – Development Committee	07.06.2009 06.03.2011 27.06.2013 06.03.2011
21	Saudi-Singapore Business Council	-	Co-Chairman	09.07.2009
22	Su-Tong Science & Technology Park, Nantong, China	-	Senior Economic Advisor	10.06.2010

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23	Ngee Ann Polytechnic Council	-	Chairman Chairman – Administration Committee Chairman – Investment Committee	01.07.2011 01.04.2012 01.04.2012
24	Climate Change Network	-	Member	01.01.2011
25	Singapore Chinese Chamber of Commerce & Industry	-	Council Member Chairman - External Relations Committee Life Member SCCC Foundation	15.03.2011 15.03.2011 27.05.2011
26	National Research Foundation	-	Member - Academic and Industry Group, Executive Committee	06.05.2013
27	Defence Science & Technology Agency Board	-	Member	15.03.2014
28	Nanyang Technological University	200604393R	Chairman - College Advisory Board	01.01.2015

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PAST 5 YEARS DIRECTORSHIPS

	Name of Company	Company Registration Number	Nature of Appointment	Date of Resignation
1	Sembcorp Bournemouth Water Limited	02924312	Director	28.09.2011
2	Sembcorp Bournemouth Water Investments Limited	05321147	Director	28.09.2011
3	Sembcorp Utilities Investment Management (Shanghai) Limited	310000400392561	Chairman/ Director	19.04.2012
4	SMOE Pte Ltd	198701800R	Chairman/ Director	15.05.2014
5	Jurong Shipyard Pte Ltd	199908265G	Director	15.05.2014
6	PPL Shipyard Pte Ltd	199708012N	Chairman/ Director	15.05.2014
7	Sembawang Shipyard Pte	199606058N	Director	15.05.2014
8	SCU Mauritius Pte Ltd	59041 C1/GBL	Director	26.05.2014
9	Baker Marine Pte Ltd	199602070G	Director	31.03.2015
10	The China Water Company Limited	CF53477	Director	31.03.2015
11	Sembcorp Salalah Power and Water Company SAOG	1077337	Chairman/ Director	15.03.2016